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Vasantha Mahal, Mysore
Friday, July 24, 1959

CONFIDENTIAL

JCW:

As promised, some thoughts on our proposed collaboration, for immediate decisions:

1) I suppose it is really too obvious to mention, and yet - implied in every effort we will make, and understood between us although perhaps not always by others involved with us - is the idea of unity, its promotion and practical demonstration: the one-ness of all things, especially the human race, despite its outward divergencies. With this all-inclusive approach naturally go the ideas of non-violence - the outlawing of the use of methods of attack on anything, and concurrently the efficient use of constructive methods in thought, expression and action. I state this now, knowing that we agree on these fundamental matters, merely to stress that it is from this kind of basic thinking-together that we will be drawing our greatest strength for the work that lies ahead

2) The office, or secretariat, or communications center or foundation - whatever it is decided ultimately to call it, can start at once, even without a name, with just you and me and the ground-work we have already laid down. (You will be the central "sun" and I the working satellite!!!) - and from this tiny center we will attempt to stimulate a variety of needed projects. This office can first of all offer counseling and cooperation to foundations, non-profit agencies and educational institutions within India, in America and various other countries (not excluding the possibility of China and Russia on certain types of useful work) to increase their interest in and work beneficial to India. We would focus on projects which might be implemented in or extended to Mysore State, through our office or through the University under the direction of our office - making Mysore a sort of testing ground for cooperative projects. ... As time goes on, this office can initiate and administer some projects and also plan and project others for other groups and institutions to administer. But every effort will be aimed at unity - within the Indian society itself, and the world - toward the increase of understanding and cooperation across all lines of nation, race, class, color and creed. The tool: better communications.

It is for you to decide what kind of a legal set-up this office should have. If it were just a small private foundation of your own, even with very little funds, it would all be quite simple and we could do a lot of good. On the other hand, the time would inevitably come, I would think, when you would want to see projects carried out requiring larger funds - and to get them from other Foundations or from individuals, here or in America and the West, would probably require having an organizational setup tax-exempt as a non-profit educational and/or charitable office itself, and also to which tax-exempt donations could be made. Lacking this non-profit set-up it is conceivable that cooperation with our office might be worked out on an expenses-paid basis - we'd have to investigate this possibility. Of course organizing the tax-exempt organization is more of a headache, requires some legal work, and would take longer (although this would not stop the work from beginning at once, tax-exemptions being retroactive...) - but in the end it might relieve you personally of any financial burden except perhaps for the office itself and my professional services. Considering all the empty space in your building around here, which you have to keep up anyhow, the office expense would hardly be noticeable - and I am willing to remain in the minimum-expense area myself, as you will see when we discuss that aspect in detail. As for tax-exemption matters, you perhaps already are educated on this subject, about the Indian law. But attached is the material about it which the Central Board of Revenue at New Delhi supplied me. It sounds mostly like Greek to me. You take it from here - what the set-up ultimately turns out to be does not matter to me as I can adjust to any conditions.

3) Immediate steps:

(A) Decide right away where this office is to be housed - as we discussed. Vasantha Mahal suite mentioned? A couple of those little rooms at the back of the Summer Palace? Elsewhere? (You can even isolate me up at the Hill Palace, if you like. We could communicate by search-light and wig-wag system - though closer to earth would seem more practical!) I have no particular preferences, except that it it should be close to you so we can utilize your spare moments for our work and discussions; that it gives me access to your library (thereby saving our office the costs of duplicating books and magazines...), and that my living space be attached so I don't have to waste time traveling back and forth to an office and can extend my working day as late as I wish. And finally, that the office be a place

where our files can be locked up safely when it is necessary for me to be away. These international files will be the backbone of the office. I have those for the Asian countries with me in Ooty and those on the rest of the countries can be shipped out from New York, where they are in storage at the moment. This is all material which has been collected gradually, and which can't be found in one place elsewhere, especially out here - and these files must be kept up and added to constantly. You will be using this material for articles, speeches, other publications, and so will I. We can get this office together, once the place has been decided, in a matter of a few days. It will need a coat of paint, probably. We will need some steel filing cases of a number and size which I will indicate when I see the location - since my transport cases for the files have now just about disintegrated, in their travels. For the rest, I can assemble the furniture needed from all that is sitting around unused.

(B) The minute we decide on the location of the office, you can rush me back to Ooty for a couple of days in one of the jeeps or vans, to pick up the files and other belongings now strewn all over the place up there! Then I would rush right back here and get the office set up. PLEASE let's do this immediately - so that by August 1 - that's next week - we can be all set to proceed.

(C) We would then immediately do the necessary follow-up on your American trip: you'll write the people you have to write personally; I'll do the more casual contacts and answer the stack of mail about you, from MacGregor, Adlai Stevenson, and all the others, which has accumulated. We'll pick up the matter of the Aesthetics book and your other material and get that moving.

At the same time I will draft out for you a series of projects on which we can start planning: Perhaps 1) the Vista 1970 idea, as previously discussed and about which I have been doing a lot of thinking; 2) the better distribution of Western magazines and educational material out here - using Mysore State as a "laboratory" for developing methods of finding more audiences here; (cooperation here with the various people you talked this problem over with in America, for example...); 3) a publication of which you would be the Editor or editorial advisor - either a journal of world opinion issued quarterly, or an annual of some sort - which would be the vehicle of your widening contacts around the world, and which would draw the cooperation and interest of key world figures - and their contributions. ...We could have about a dozen such ideas in hand and worked out in detail to think over as a start and to walk out with Bunker and perhaps Nehru in New Delhi. We probably would start with just one - plus offering cooperation to some of the groups you talked to in America - let's be slow and sure.

(D) If we can get started right away, all this can be done, even in spite of your heavy work schedule and the Dasara, by November.

(E) The next step would be, it seems to me, the survey-tour of the USA which I outlined for Mrs. Watumull (she wrote it's a marvelous idea, but they've spent their funds for this year...) and which you saw. Briefly: A) I would fly to the US through the Orient, touching for a day or two at each country enroute, to make contacts for later use and to arrange to have information material sent back here for our files for use on my return. 2) Starting on the West Coast of the US I would cover 30 or 40 major cities. In each, I would:

(a) Discuss with editors, broadcasters and publishers what I have seen of this Asian area, especially India - in an attempt to stimulate their use of more realistic material from here, to assign more writers out here, and also to find out their prejudices and misapprehensions about this part of the world so we can devise ways and means of getting them better educated so they can better educate their readers and listeners, and thus increase understanding. (This is the highest type of oblique diplomacy and most effective...)

(b) Discuss with travel people, agencies, publications, airlines, about increasing the tourist flow out here, particularly to Mysore. Again I would be seeking their areas of ignorance so that these can be corrected.

(c) Discuss with various Foundations and influential India-interested individuals certain projects which they could do out here with our help.

By keeping a day-and-night schedule, I could probably complete all this to meet you in New York on your arrival in February. We could then have required meetings with Foundation contacts I would have set up, we could do something more of a

publicity job with you this time, thereby extending your teaching influence to a larger audience - and this is something I dare not encourage unless I am with you to handle it. It is a dangerous business if attempted with amateurs - and in this field I consider government officials amateurs! When all this is completed, you would go on to your assignments and I would leave you to come back here perhaps through Europe and parts of Africa, setting up contacts and collecting information for the office as I went. Back here, I would develop a report on the surveys which would be useful to your External Affairs department, the airlines and other travel people, to Ambassador Bunker and our cultural-affairs people, and to the Foundations. I would probably have picked up a number of writing assignments for you or others to fill out here, and would get to work on these at once. By the time you got home, the office would be moving"full steam"ahead.

Now, who is to pay for this survey trip and my preliminary work abroad? Well, first, I have no idea how rich you are and don't care much as I have no desire to saddle you with costs. But if you could afford to take three aides with you on this year's trip, who could do nothing but look after you personally, then you ought to be able to afford to send me - I would cost less and every bit of work I would do would be extending your interests and contacts and prestige and influence. (In the West, I never get less than fees based on a $25,000-a-year minimum for this work; because of the peculiar opportunities which I consider to exist here with you, I am willing to work these things out on a non-profit basis with you; but you have to guarantee my survival and expenses in return.) Where you are concerned, I want your leadership to be not so much financial as in the projection of ideas and cooperation of the office here - there are plenty of people in India and abroad who have all kinds of money and no ideas whatever. (As someone described them: "vast means and no ends!") There are people like the Patnaiks of Orissa who ought to be talked to about putting up some funds for our work. I did talk to the Porbandars about it, and I think they would welcome an opportunity to help us. Further, I would like a chance to get to Bombay and talk to Mr. Tata about Air India International underwriting this trip, or at least the round-the-world ticket. (There might be rules preventing this, but also loopholes...) I would also like to talk with Mr. Oberoi in New Delhi to see if he could get the Hotel Association here to participate. This must not be a government-sponsored trip, as that would make it propaganda, neither your government, nor mine. ... Now about this raising of funds here - we'd have to get moving fast as things take so much time. Maybe if we go to New Delhi to see Bunker we could talk to Tata enroute about it. Psychologically, I think the approach would have to be that you are backing this trip for our office here, in India's interest. The others, given that information, are likely to fall all over themselves scrambling aboard. If, on the other hand, we said it couldn't be done UNLESS they subscribed, they would be likely to shy away from the idea or dawdle around with it until it was too late. I don't know why this is, except it seems that is the way things work. In the end, if we handle this right, you might not have to put up anything for the trip. It's worth trying, don't you think? (I have strong contacts in NYC with TWA and Pan American airlines, and also some weaker ones with Quantas (Australian) - but as my objective is primarily to help India, I would not like to make a travel deal with them because then I would have to be promoting the use of their lines out here when I want to see the business promoted for Air India International - especially as it appears likely that their routes will soon be extended to the USA. What I could do for them now would be invaluable groundwork, which even their own people could not do.)

JCW, this is all very rough and will smooth out as we talk about it. I rush it to you now because I MUST make some immediate decisions. I must have funds and I can't risk cashing in what little I have left just to sit around here and wait. Also I can't keep borrowing in American while I await decisions. Anyway there is no time to wait in the light of your possible trip next year - we can't waste a minute, and I am eager to get moving. For myself, the problem is only this: with expenses for office and living covered here, I need only a pittance out here for minimum personal necessities. In fact- we ought to investigate how I could be paid a minimum on which no income tax would have to be paid at all, so that I would really be working on a non-profit basis. The problem is that I must get enough to cover certain commitments I owe in the West, plus things like insurance on health, etc. I will earn some of this by journalistic assignments - but not fast enough to free my mind of financial worries. And my mind must be free if I am to do the work visualized, a 'round-the-clock job for a long time to come. You can give me this small security I need now without even feeling it, and thus enhance the possibility of success, through my work and experience, for your burgeoning international career. So let's get going NOW. When can we talk and make a few decisions so I can go back to Ooty and get my files, etc. ????

DTM.